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22 October 1965

MEMORANDUM FOR THE DEPUTY DIRECTOR

VIA : Executive Director-Comptroller

SUBJECT: Is There Need for Study of Agency College and Professional Recruiting Plans?

1. This memorandum contains a recommendation in paragraph 7.
2. The current problem as to the wisdom and necessity of the Agency using newspaper advertising to secure a small number of professional employees and a small number of former military men with special forces type training raises the question as to whether there is a need for a study, preferably by an outside body, of the Agency's recruiting policies.
3. It appears that the "100 Universities Program", the ORR pamphlets to selected universities, and the Personnel offices' recruiting efforts are not securing from the colleges and graduate schools and from the professions the recruits the Agency needs, so advertising, covert and overt, is being considered.
4. The Personnel office does issue brochures, selected outstanding officers of the Agency visit specified colleges to talk of the Agency, other officials of the Agency actually solicit at universities in competition with industry and other Governmental agencies, deans of some colleges are kept informed of Agency needs, visits by college officials are made to the Agency for orientation sessions - obviously expenditures of funds are considerable.
5. It would be valuable to know - and maybe Personnel does know - what is the overall annual cost of recruiting of professional personnel, what is the cost per individual recruited? Based on current strength of professional personnel, what number of replacements will be needed by recruiting and in what specialties in 1966, 1967, and 1968? Should the Agency provide public grants or scholarships to secure the required quality personnel it wants? Should summer employment and visits to the Agency by prospective employees be studied?
6. It would seem that only as a last resort, after every other recruiting effort has failed, should CIA advertise for its personnel.
7. RECOMMENDATION: That an outside professional group study CIA recruiting methods with the idea of planning, developing, and coordinating an efficient quality-oriented employment program for the Agency.

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cc: ExDir-Compt

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